

**SPECIAL MEETING OF THE BOARD OF DIRECTORS  
OF WORLD TRADE CENTER SAN DIEGO, INC.**

**Agenda**

Monday, December 17, 2018

**1:00PM**

San Diego International Airport  
SDCRAA Administration Building – Second Floor  
Orville and Wilbur Conference Rooms  
3225 N. Harbor Drive  
San Diego, California 92101

**Board of Directors**

Robert H. Gleason, Chair (SDCRAA)  
Erik Caldwell (City of San Diego)  
Marshall Merrifield, Treasurer (SDUPD)

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**Call to Order**

**Roll Call**

**Non-Agenda Public Comment**

*Each individual speaker is limited to two (2) minutes*

**Reports and Action Items**

**1. APPROVAL OF MINUTES**

RECOMMENDATION: Approve the Minutes of the January 17, 2018 special Board meeting.

**Board Workshop**

**2. NOMINATIONS AND ELECTION OF BOARD SECRETARY**

**3. STATUS UPDATE ON 2018 WORKPLAN AND DISCUSSION OF 2018 ANNUAL REPORT:**

Dr. Nikia Clarke, Executive Director, World Trade Center San Diego

**4. REVIEW AND ADOPT 2019 WORLD TRADE CENTER BUDGET AND WORKPLAN:**

Dr. Nikia Clarke, Executive Director, World Trade Center San Diego

**Board Comment**

**Adjournment**

**DRAFT**

**WORLD TRADE CENTER SAN DIEGO, INC.  
SPECIAL BOARD OF DIRECTORS MEETING**

**Minutes**

Wednesday, January 17, 2018

10:00 A.M.

San Diego International Airport

San Diego County Regional Airport Authority Administration Building

Tuskegee Conference Room

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**Call to Order:** Chair Gleason called the special meeting of the Board of Directors of the World Trade Center San Diego, Inc. to order at 10:08 a.m., on Wednesday, January 17, 2018, in the Tuskegee Conference Room of the San Diego International Airport, SDCRAA Administration Building, 3225 N. Harbor Drive, San Diego, CA 92101.

**Roll Call:**

Present: Board Members: Robert H. Gleason, David Graham, Marshall Merrifield  
Absent: Board Members: None

**Board Workshop**

**1. DISCUSSION REGARDING WORLD TRADE CENTER'S (WTC) STRUCTURE AND STRATEGIC PLAN:**

Chair Gleason opened the discussion regarding the World Trade Center's structure and Strategic Plan. Each Board Member discussed the value of the WTC to their individual organizations and their thoughts about the future direction for the license holders in managing the license as well as how best to define and execute a strategy for future efforts.

Nikia Clarke, Executive Director, World Trade Center San Diego and Mark Cafferty, President & CEO, San Diego EDC discussed their work managing the WTC, their work with each individual license holder, and the value of the license and brand to their organization and its efforts to benefit the region.

Chair Gleason stated that there are a variety of options for the structure of the WTC and management of the license, ranging from status quo to a change in the license holders and(or) means of managing the license. General consensus was expressed that keeping the license active was the preferred option.

The Board directed that staff meet to consider a range of options regarding the structure of the WTC, provide input about each, and be prepared to discuss their thoughts at another workshop be scheduled within the next six weeks.

**Board Comment:**

**Adjournment:** The meeting was adjourned at 11:33 a.m.

APPROVED BY A MOTION OF THE WORLD TRADE CENTER SAN DIEGO, INC. BOARD THIS  
17<sup>th</sup> DAY OF DECEMBER , 2018.

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ROBERT H. GLEASON  
CHAIR  
WORLD TRADE CENTER SAN DIEGO, INC.  
BOARD OF DIRECTORS

ATTEST:

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TONY R. RUSSELL  
DIRECTOR, CORPORATE AND INFORMATION  
GOVERNANCE/AUTHORITY CLERK

2018

# ANNUAL REPORT



WORLD TRADE CENTER®  
SAN DIEGO



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## WORLD TRADE CENTER® SAN DIEGO

Dear Friends of WTC San Diego,

Thank you for making 2018 another remarkable year for World Trade Center (WTC) San Diego.

We made great progress in our third full year towards increasing our region's global connectivity and competitiveness. In 2018, WTC San Diego kicked off year four of MetroConnect, featuring an expanded suite of programmatic resources and a larger class of companies. We also expanded our digital portal for inbound delegations to consolidate and maximize foreign investment opportunities, partnered with UC San Diego and our CaliBaja partners on a trade report focusing on our trade relationship with Mexico, Trade and Competitiveness in North America, and celebrated our new international flights to Frankfurt, Germany, and Zurich, Switzerland in partnership with San Diego County Regional Airport Authority and the San Diego Tourism Authority.

This year, WTC San Diego gathered 35 business, civic, and elected leaders on its largest trade mission yet, to Tokyo and Yokohama. The trade mission, led by Congressman Scott Peters (CA-52), reflected the long-standing and deeply rooted relationship between San Diego and these two Japanese cities, celebrated our 61-year sister-city relationship with Yokohama, and opened doors of opportunity for San Diego companies.

WTC San Diego also concluded its official Global Cities Initiative exercise with the Brookings Institution. Over the course of two years, we developed a unique methodology to ascertain where the region should be focusing its export and FDI efforts. In addition to guiding our strategy as an organization, this methodical approach positions San Diego as a thought leader in global trade and investment, and the framework is one we will continue to use in the months and years to come.

With the shifting currents of the global economy increasingly anchored by strong leadership at the metro level, it is imperative now, more than ever, for our region to advocate a clear vision of our place within the global economy and collaboratively execute on a strategy that keeps us ahead of the curve. If we are able to do this together, as we have for the past three and a half years, I have no doubt that we can build upon our recent successes, position San Diego as a global hub for entrepreneurship and innovation, and ultimately create more opportunities for San Diegans here at home.

Sincerely,

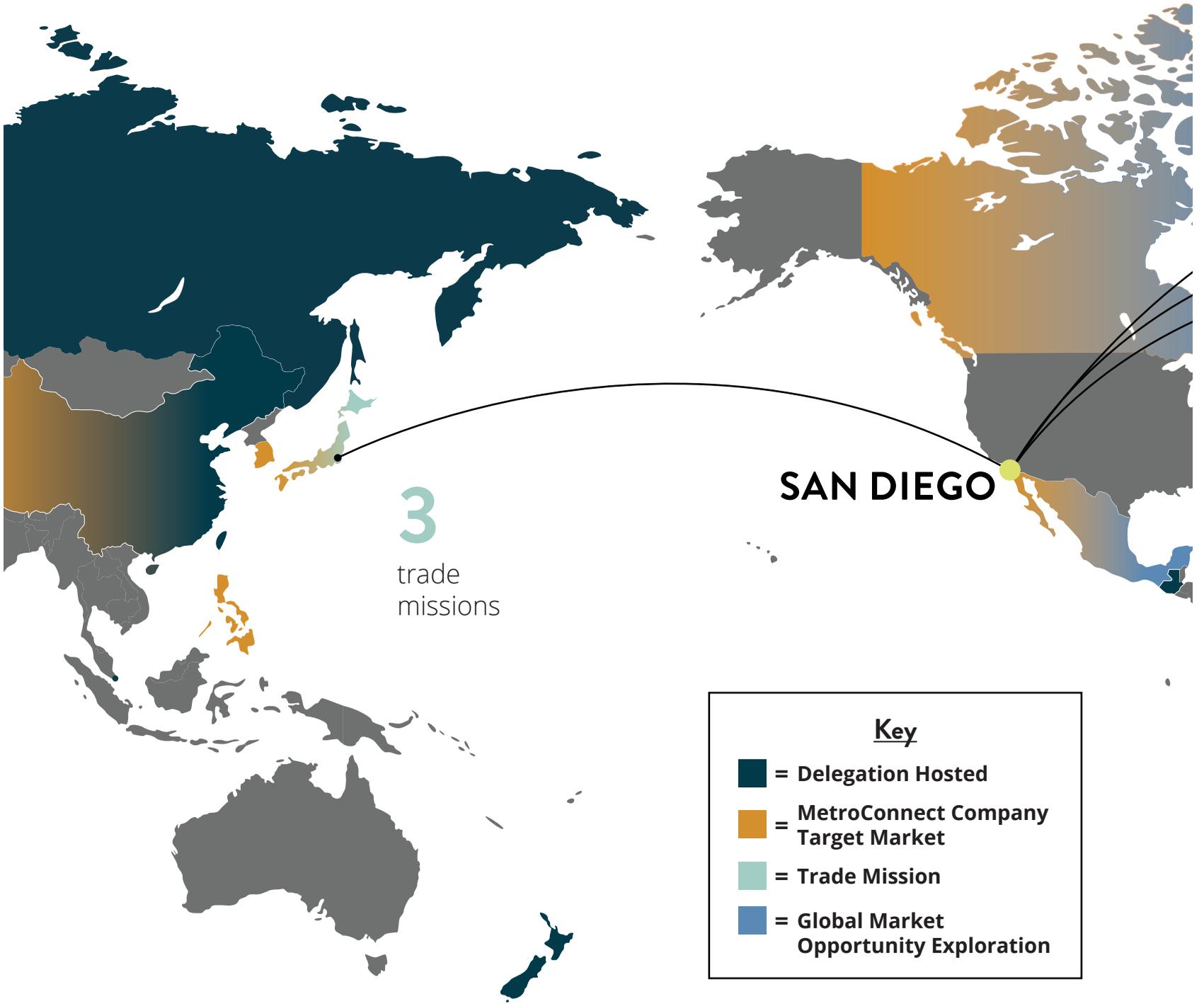
Nikia R. Clarke, Ph. D.  
Executive Director  
World Trade Center San Diego

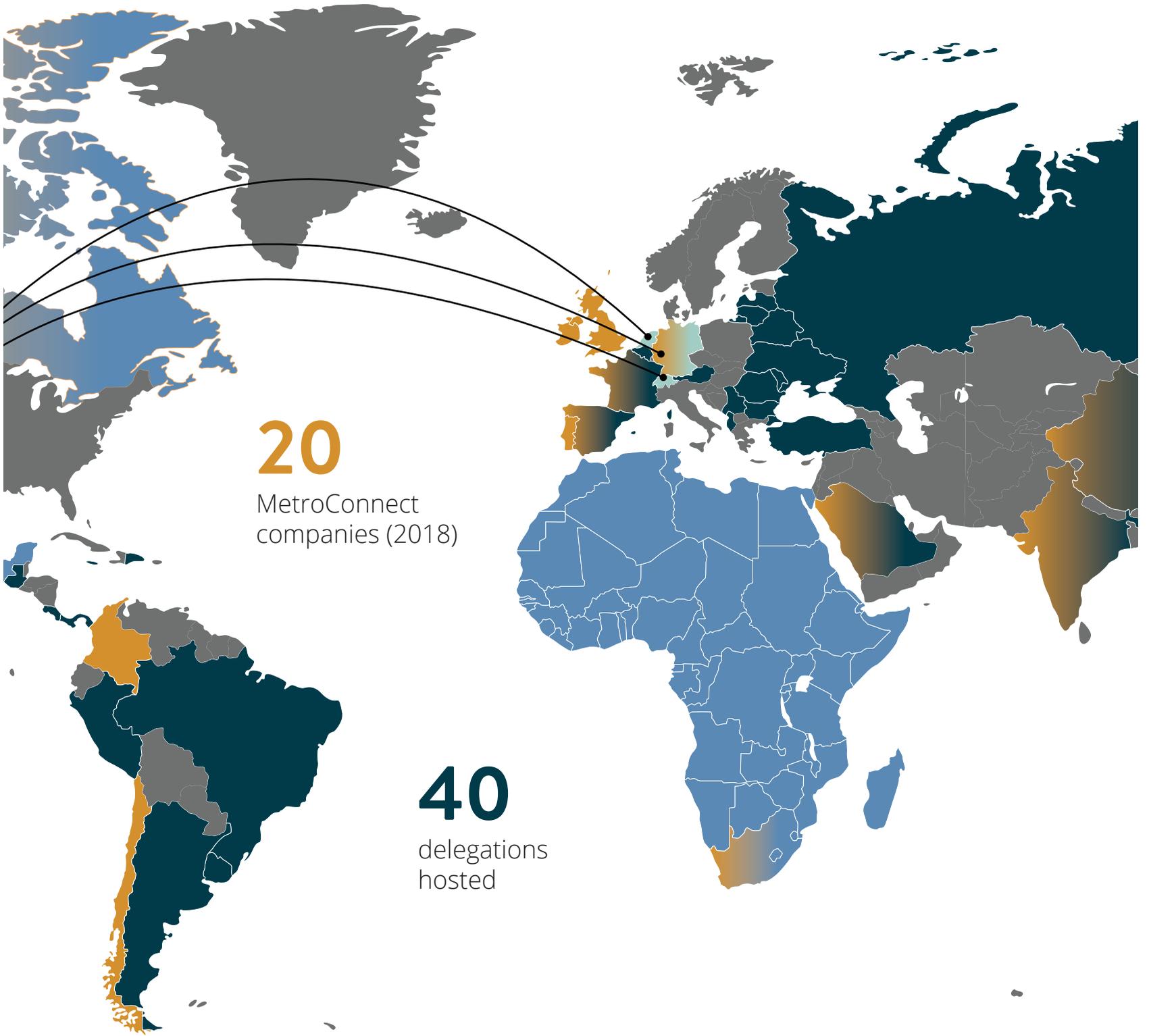
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[sandiegobusiness.org](http://sandiegobusiness.org)



# YEAR IN REVIEW







# EXPORT PIPELINE

*Cultivating a pipeline of globally competitive local firms boosts exports, strengthens industry clusters that draw foreign investment, and generates impact throughout the regional innovation ecosystem.*

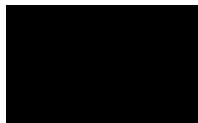
## METROCONNECT: AN EXPORT ASSISTANCE PROGRAM

MetroConnect, the flagship program of WTC San Diego, provides small- and medium-sized companies with the resources necessary to engage in global markets. Underwritten by JPMorgan Chase & Co., MetroConnect awards companies with matching funds, connects them with relevant export-oriented partners and resources, and arranges specialized workshop programs to increase their knowledge and awareness of global export trends and regulations. At the end of the program four companies are invited to pitch their global expansion plans and outcomes for a \$35,000 grand prize.

presented by

**JPMORGAN CHASE & CO.**

sponsored by



**LUFTHANSA GROUP**



## 2017 Cohort Grand Prize Event

In June, WTC concluded the third year of the program with a highly attended grand prize event which featured Cubic Transportation System's President Matt Cole as the keynote speaker. Four companies – CureMatch, FoxFury Lighting Solutions, Planck Aerosystems, and Tioga Research – were selected by the judging panel to compete for the \$35,000 grand prize. A record attendance of more than 220 people attended an expo of the year's companies, listened to the finalists' export activities and plans for the future, and voted CureMatch the winner.



From left: Councilmember Barbara Bry awarding the grand prize to CureMatch's Bob Manning & Stephane Richard

## 2018 Cohort Launch

WTC launched the fourth cohort of MetroConnect on September 26th at the 2nd Annual Global Services Expo, at and in partnership with, WeWork Downtown San Diego. More than 100 business, civic, and community leaders attended this year's launch. In addition to continued support from JPMorgan Chase, WTC secured funding from the Department of Defense's Office of Economic Adjustment and San Diego Regional EDC's 501(c) (3) Foundation, to increase this year's cohort size from 15 to 20 companies and create a priority industry track for defense companies in the region. Lastly, funding from the City of San Diego allowed WTC San Diego to extend programming and the program's timeline from eight months to sixteen months. This year's companies are:

**Aira**  
**Allett**  
**Arctic Zero**  
**AtYourGate**  
**Bitchin' Sauce**

**Cloudbeds**  
**Conectric Networks**  
**Dr. Bronner's**  
**Eddy Pump Corp**  
**Epitope Diagnostics**

**Hookit**  
**IPS Group**  
**Raveon Technologies**  
**Scientist.com**  
**Telaeris**

• • • **Defense Track** • • •

**KULR Technology Corp.**  
**LRAD Corporation**  
**MRP Training Solutions**  
**PKL Services, Inc.**  
**QCMI**

Every company receives the following:

- \$10,000 direct challenge grant
- One-on-one consulting services with WTC's trade team
- Access to SYSTRAN software for translation
- Exclusive export workshops and community events
- Flight discounts on Air Canada and Japan Airlines
- Access to WTC's mentor and service provider network
- Media and promotional opportunities
- Chance to present at a Grand Prize PitchFest

Every defense company receives the following:

- All of the previous benefits; plus
- 20 hours of export consulting with JAS Forwarding on ITAR/EAR regulations and other export activities

### 2015-2018 MetroConnect Program Key Performance Indicators

**65**

companies engaged

**\$655K**

in grants awarded

**131**

new contracts signed

**161**

new jobs

**\$15M**

in new export sales

**9**

new overseas facilities

## TRADE EDUCATION

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WTC hosted workshops geared towards small- and medium-sized businesses seeking guidance around foreign regulations, assistance with trade compliance, and information on target markets.

### Data Protection and Privacy Regulations for EU and APEC Roundtable

Understanding that data protection and businesses' compliance with it will be a difficult and time-consuming practice for companies, WTC co-hosted a roundtable with the US Department of Commerce and CBRE to discuss the Privacy Shield framework the US established with the EU. This framework is designed to allow US businesses to self-certify themselves as compliant with the General Data Protection Regulations (GDPR) that came online in mid-2018. Additionally, speakers from the Department of Commerce covered the APEC Cross-Border Privacy Rules (CBPR) System, which is the Privacy Shield equivalent for the APEC countries. 20 businesses attended this workshop.

### US-China Trade Policy Roundtable with Deputy Assistant Secretary Alan Turley

20 companies and partners attended a private briefing on the state of US-China trade relations co-hosted by WTC and the local US Commercial Service team in San Diego. DAS Turley gave insight on current US-China trade policies, what companies could expect in the months to come, especially ahead of the tariff rounds, and took with him company feedback from those present.

### Global Services Expo

As part of the launch of the 2018-2019 program of MetroConnect, WTC hosted a Global Services Expo where it invited regional export partners. This year's cohort, program alumni, WeWork tenants, and other businesses from the community attended the expo and were exposed to partners such as the US Department of Commerce, the UK Government Office in San Diego, San Diego State University's CIBER program, to name a few.

### IP Protection & International Sales Seminar

For the third year in a row, Taylor Guitars co-hosted an IP Protection & International Sales seminar with this year's MetroConnect companies. Taylor Guitars staff discussed: techniques and strategies of how to prioritize markets based on population size, market viability, political stability, and other factors; and how to ensure products are protected in foreign markets from counterfeits. Companies were also treated to a tour of Taylor Guitars' manufacturing facility.

hosted by



### ITAR/EAR Compliance Workshop

International Traffic in Arms Regulations (ITAR) and Export Administration Regulations (EAR) are extremely important policies that the US government have in place for businesses to follow when conducting international business deals. JAS Forwarding, the contractor WTC selected for the defense track of MetroConnect, hosted this workshop for MetroConnect companies and the broader community to give an overview of these policies.

hosted by





# KEY CLIENT WORK

## COMPANY SUPPORT

In 2018, WTC San Diego, in conjunction with EDC, supported **57** global companies. WTC San Diego prepared packets of economic information, facilitated access to new markets for exporters, and supported local companies in their search for foreign investment. Here are some examples:

### Trade Missions & Trade Shows

**Scientist.com** – WTC San Diego worked with Scientist.com, an online marketplace company designed to connect biotech companies with outsource research firms, on its expansion into the Japan market. During the 2018 trade mission to Japan, executives announced that the company will open an office at the Nihonbashi Life Sciences building in downtown Tokyo, with hopes of expanding its clientele in the Japanese marketplace, in which the company has experienced tremendous growth.



### Inbound Investment Support

**Project Cranberry** – Still under a confidentiality agreement, WTC San Diego assisted a Turkish company specializing in power electronic equipment in establishing their San Diego footprint. WTC staff met with the company after an initial lead through the US Department of Commerce. The company, which was deciding between Seattle and San Diego, ultimately chose San Diego as its North America headquarters due to the region's concentration of the military assets and density of aerospace companies and with the help of data and resources provided by the WTC.



### Incentives & Tax Credits

**Cal Competes Tax Credit** – WTC San Diego advised former MetroConnect companies Planck Aerosystems and Urban Translations on their Cal Competes Tax Credit applications. This incentive is an income tax credit available to businesses looking to locate, stay, or grow in California. The companies were awarded \$600,000 and \$750,000, respectively, in tax credits for the creation of more than 84 jobs.



### Export Logistics Consulting

**Vision Tree** – WTC San Diego provided VisionTree, a healthcare solutions and year one Metroconnect alum company, with information on international market prioritization and public funding streams, clinical research and healthcare contacts in the UK, and professional legal service contacts to help with their international set-up. As a result of WTC's consultation, resources, and introductions, VisionTree opened a physical office in London in November 2018. VisionTree's local team will advance and support the company's online platform, which originally launched throughout Europe in 2008.



## Founding Partner Profile

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### City of San Diego

With its aggressive climate action plan to cut emissions in half by 2035 and the commitment to developing the city as a test bed for smart technologies, the City of San Diego has made great strides towards becoming the greenest and the smartest city in the country. Telling this story across the globe bolsters San Diego region's standing as a hub for innovation, collaboration, and investment.

From Vancouver in 2017, to Tokyo & Yokohama, Japan in 2018, The City of San Diego remains an integral supporter of WTC San Diego's trade missions abroad and overall trade and investment strategy. As part of the trade mission to Japan, the City of San Diego celebrated its more than 60 years sister city relationship with Yokohama with a reception, at which the City of San Diego presented a proclamation to the City of Yokohama.

**Key Deliverable – MetroConnect** | Since its inception in 2015, the City of San Diego has been an essential supporter of the MetroConnect program. In 2018, the City increased its commitment for the program and helped WTC San Diego expand its capabilities from 15 companies per cohort to 20 and extend the program timeline from eight months to sixteen months. This extended timeline is more closely aligned with company sales cycles and allows the companies to fully realize the impact of the program while taking advantage of additional export programming provided by the WTC SD.

## Founding Partner Profile

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### Port of San Diego

The Port of San Diego is one of the three founding partners of WTC San Diego. With an economic impact of \$8.3 billion supporting 68,300 jobs, it is an indispensable cog in the regional economy. Throughout 2018, WTC San Diego partnered with the Port of San Diego to support its efforts around cargo inducement, global connectivity, and community engagement.

In April, following the WTC General Assembly in Leeuwarden, Netherlands, WTC arranged meetings for the Port of San Diego relating to aquaculture and maritime technology. Programming included meetings with Dutch ports, trade organizations, centers of excellence, water tech companies, fish farms, and maritime incubators.

In November, WTC San Diego led a trade mission to Tokyo & Yokohama, Japan. Port of San Diego's sustainability goals were an integral part of the trade mission and WTC San Diego facilitated a module on the impacts climate change will have on ports and cities. Scripps Institute of Oceanography, the City of San Diego, and the Japan Ministry of Land, Infrastructure, Transport, and Tourism discussed how these two regions respond to rising sea levels through sustainable real estate endeavors, smart cities technologies, and other public/private partnerships.

**Key Deliverable – Trucking Rates Study** | WTC San Diego conducted a survey of trucking companies in southern California in order to understand their rates of service. In February, the final report was given to the Port of San Diego to assist its efforts in attracting new ocean carriers to the region. This report helped support San Diego's competitiveness with the Los Angeles/Long Beach Port and secure the new service with G2.



# FDI ATTRACTION & RETENTION

*Maximize foreign investment opportunities for the region by building and institutionalizing linkages with strategic markets abroad, as well as better leveraging local companies, partners and assets.*

## PROTOCOL NETWORK

### Foreign Investment Portal - [discoversdbiz.com](http://discoversdbiz.com)

With dozens of foreign trade delegations visiting San Diego and requiring programming assistance, WTC San Diego saw an opportunity to use technology to help streamline these inbound requests and launched the Protocol Network in 2016. Participants in this network include the City of San Diego, San Diego County Board Supervisor Ron Roberts, Biocom, San Diego Diplomacy Council, Qualcomm, Port of San Diego, UC San Diego, to mention a few.

The Protocol Network helped WTC San Diego expand the [discoversdbiz.com](http://discoversdbiz.com) website to include more than 30 companies. Visitors to San Diego can now articulate their specific interests in the local economy and then receive connections to relevant companies via the site's automated backend process.

## ROUTE DEVELOPMENT

### Lufthansa's Launch of a Direct Flight to Frankfurt, Germany

Lufthansa launched its direct flight between San Diego and Frankfurt, Germany in early 2018. As part of the support for the new direct flight, WTC San Diego supported San Diego County Regional Airport Authority and San Diego Tourism Authority in outreach activities in Germany and Switzerland. Receptions were held in both markets and business leaders and government officials were invited to attend to learn about the new flight and the economic and tourism opportunities offered by San Diego. To further engage with local companies and potential customers, Lufthansa became a sponsor of the MetroConnect program and is working with this year's companies on their travels to Europe.



**~\$432M**  
annual economic impact of non-stop international flights in the region\*



\*San Diego County Regional Airport Authority, June 2018

## INBOUND DELEGATIONS

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### Central America & Caribbean Port Operators

Working with World Trade Center Washington D.C., WTC San Diego hosted a delegation of 12 port operators from 12 different Central American and Caribbean countries for three days. These port operators chose San Diego as a stop on their US tour for the region's concentration of sustainable and cleantech companies. The port operators were particularly interested in technologies that could help their ports become more sustainable and consequently, sought a best practice meeting with the Port of San Diego to learn about its goals as one of the most sustainable ports in the nation.

### China Chamber of Commerce for Import and Export of Machinery and Electronic Products

The Consulate-General of the People's Republic of China in Los Angeles coordinated a visit of more than 50 individuals from China that are members of the China Chamber of Commerce for the Import and Export of Machinery and Electronic Products. WTC San Diego organized a reception for the delegation, at which Supervisor Ron Roberts, Nikia Clarke, Tim Kelley from Imperial Valley EDC, and Flavio Olivieri from the Cali Baja Bi-National Mega-Region, gave remarks about the competitiveness of the region and why Chinese investment has been prevalent over the last few years.

### Consulate-General of the Netherlands

Consul General of the Netherlands in San Francisco, Gerbert Kunst, traveled to San Diego on board the Stad Amsterdam, a three-masted clipper built in 2000. Kunst hosted Dutch companies located in San Diego along with San Diego-based companies that have significant operations in the Netherlands or are looking to enter the Dutch market. This trip helped guide the trade mission WTC San Diego led to the Netherlands in April with the Port of San Diego.

### Germany Trade & Invest Medical Technologies Trade Mission

WTC San Diego hosted a delegation of 15 cardiovascular tech German companies in San Diego. These companies chose San Diego due to the global reputation of its research institutions and hospital system. WTC San Diego helped organize a reception where San Diego businesses were invited to network with the companies. Additionally, WTC San Diego met with some of the companies one-on-one to provide tailored support for company introductions and provide additional information on the region.

*2018 FDI Program Key Performance Indicators*



## Founding Partner Profile

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### San Diego County Regional Airport Authority

San Diego County Regional Airport Authority (SAN) is another of the three founding partners of WTC San Diego. SAN works to improve the region's connectivity with the international and domestic markets. Studies show a clear link between the global connectivity and increased foreign direct investment, with research suggesting that FDI increases by more than 33 percent in two years after the opening of new international airport routes. Throughout 2018, WTC San Diego partnered with SAN to support its efforts around route development and international partnerships.

WTC San Diego led a trade mission to Tokyo & Yokohama, Japan with Congressman Scott Peters, SAN, and 27 civic and business leaders. WTC San Diego and SAN met with executives from Japan Airlines and highlighted San Diego's continued support for its direct flight between San Diego and Tokyo. Additionally, SAN leadership participated in a panel discussions on the importance of having women in leadership positions at all levels and across all industries.

**Key Deliverable - Lufthansa In-Market Support** | WTC San Diego joined SAN and San Diego Tourism Authority in Frankfurt, Germany in an effort to market the new direct flight from Lufthansa to businesses in market. WTC San Diego helped coordinate a business dinner in Frankfurt and the surrounding regions highlighting San Diego's regional economy and what it has to offer.

WTC San Diego also assisted with ongoing route development projects by providing local business outreach and overseas market research.



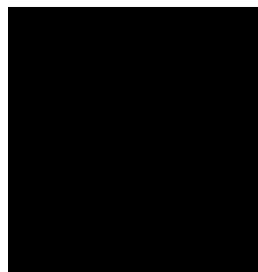


# GLOBAL IDENTITY

*Enhance the San Diego region’s reputation and visibility in order to underpin investment retention and attraction efforts as well as global connectivity goals.*

## RESEARCH

### Trade and Competitiveness in North America Study



Amid contentious political rhetoric and tightening borders, global trade and investment are top of mind for national leaders and companies alike. To contextualize the importance of such international connectivity, WTC San Diego, with support from the Center for U.S.-Mexican Studies at UC San Diego’s School of Global Policy & Strategy, released “Trade and Competitiveness in North America,” a research summary that quantifies trade and competitiveness in the Cali Baja mega-region, spurred in part by the renegotiation of the North American Free Trade Agreement (NAFTA), which was later renamed the US-Mexico-Canada Agreement (USMCA) and ceremoniously signed by the three parties during the G20 Summit in late 2018.

With nearly \$3.6 billion in trade occurring daily between the U.S., Canada, and Mexico, and 14 million jobs in the U.S. supported by this trade within North America, NAFTA is one of the most beneficial and significant trade agreements in history – most especially to the Cali Baja mega-region, which includes San Diego County, Imperial County, and the State of Baja California.

Against the backdrop of rapid changes in global production, a newfound ‘trade war’ with China, and renegotiations of trade agreements, Cali Baja’s global competitiveness is dependent on the \$2.5 billion co-producing manufacturing supply chain that creates jobs and opportunities on both sides of the border.

#### Key Stats

**51**

percent of trade within Cali Baja in the service sector

**418,300**

people directly employed by the manufacturing sector

**\$24.3B**

Cali Baja’s foreign exports

## TRADE MISSIONS

Government leaders of every major U.S. city are on the road like never before, opening doors for the expansion of their regional economies. WTC San Diego knows that sharing our innovation and success stories is crucial to increasing our global identity and recognition. In 2017, WTC San Diego led two delegations to Vancouver and London with public/private partners and some of San Diego's most innovative startups and larger companies. These successes spurred a mission to the Netherlands and Japan in 2018, as well as a return visit from Vancouver's Mayor Robertson.

### WTCA General Assembly in Leeuwarden & Aquaculture/Maritime Tech Trade Mission – Netherlands

WTC San Diego attended the World Trade Centers Association General Assembly (GA) in Leeuwarden, Netherlands alongside leadership from the Port of San Diego. Programming for the GA included educational sessions on global trade and investment, company tours, and networking events.

Following the GA, WTC arranged meetings for the Port of San Diego relating to aquaculture and maritime technology. Post-GA programming included meetings with Dutch ports, trade organizations, centers of excellence, water tech companies, fish farms, and maritime incubators.



*WTC San Diego and the Port of San Diego touring RDM Rotterdam, an incubator space on the waterfront*

### Mayor of Vancouver visits San Diego to Discuss Sustainability and Cross-Border Cooperation

As a follow-up to Mayor Faulconer and WTC San Diego's Mayoral Trade Mission to Vancouver, Canada last June, Vancouver Mayor Gregor Robertson spent a day in San Diego on his way to the C40 Mayors Summit in Mexico City. WTC organized a trilateral forum involving Mayor Faulconer, Mayor Robertson, and City of Tijuana COO Bernabé Esquer, focusing on North American competitiveness and sustainability. The event was attended by more than 100 civic and business leaders. Following the event, WTC accompanied Mayor Robertson on a company visit to Measurabl, a rapidly growing sustainability software startup. The tour and demo showcased what makes Measurabl one of San Diego's most innovative cleantech companies.

*Vancouver Mayor Robertson touring San Diego company Measurabl*



*Mayor Robertson & Mayor Faulconer discussing cross-border cooperation*



### United Nations General Assembly – Competitiveness in Africa

In September, WTC San Diego represented the larger business community at a day of roundtables during the 2018 UN General Assembly gathering in New York City. The roundtables focused on business opportunities and challenges in Africa around healthcare and technology innovation, capital markets and VC funding, as well as renewable energy solutions. The continent is home to more than a billion people, with a GDP of \$2.19 trillion, and poised to become the next frontier of innovation and business expansion opportunities, many of which are uniquely aligned with San Diego's companies and our strengths as an ecosystem. A follow-up gathering bringing African delegates to San Diego is tentatively planned for Q1 2019.



**“Cities of the Future” – Tokyo & Yokohama, Japan**

Japan is San Diego County’s top source of foreign direct investment, accounting for approximately 12,000 local jobs across nearly 400 firms. Since Japan Airlines began its non-stop, daily service from San Diego Airport to Tokyo’s Narita Airport in 2012, both San Diego and Japan have strengthened economic connectivity, contributing to the prosperity of both regions. Anchored by large-scale investments from multinationals like Kyocera and Takeda, San Diego’s ties to Japan have been deepened in recent years with the opening of Biocom and UC San Diego’s satellite offices and Kyoto University’s liaison office in San Diego, as well as new flows of capital, firms, and exports in high tech industries. Advancements in robotics, artificial intelligence (AI), biotech, and defense on both sides of the Pacific are creating new opportunities for partnership between San Diego and one of its most important foreign markets.

Over the course of the three day trade mission, WTC San Diego coordinated 15 events that celebrated these strong partnerships, developed greater economic connectivity and celebrated a long standing sister-city relationship with Yokohama.

Sponsored by



Delegates Represented

Alexandria Real Estate Equities, Inc.  
 Banyan Biomarkers  
 City of San Diego  
 Cubic Global Defense  
 DGA Architects  
 FoxFury Lighting Solutions  
 Mitsubishi Electric North America  
 Northrop Grumman

Planck Aerosystems  
 Port of San Diego  
 Procopio  
 Qualcomm  
 San Diego County Regional Airport Authority  
 San Diego Regional Economic Development Corporation  
 San Diego State University  
 Scientist.com

Scripps Institution of Oceanography  
 Takeda Pharmaceuticals U.S.A., Inc.  
 The Brown Law Group  
 Tioga Research  
 UC San Diego  
 U.S. House of Representatives (CA-52)  
 World Trade Center San Diego

# SAN DIEGO



## Highlights

# TOKYO



### Scientist.com Expansion & Innovation Reception

More than 100 people attended the reception that capped the first day. The reception provided delegates with an opportunity to network with Japanese attendees from the tech and life sciences sectors. This was also the perfect opportunity to announce the expansion of San Diego-based Scientist.com into Japan, specifically at the Nihonbashi Life Science Building in Tokyo.

Sponsored by



### Northrop Grumman Technology Showcase

Northrop Grumman is one of San Diego's anchor companies in the defense and aerospace industry, long-known for pushing the limits of technology and engineering capabilities. The showcase focused on the many civilian and humanitarian uses for Northrop Grumman technologies ranging from virtual reality training to unmanned rescue missions to space exploration.

Sponsored by



### Emerging Trends in Tech & VC

Hosted in partnership with Plug and Play – one of the top startup accelerators in the world – startups and venture partners in both countries discussed the evolving startup landscape and the technologies affecting it.

Sponsored by



### Women's Leadership Forum & Luncheon

Gender diversity in leadership is strongly correlated with higher returns, profitability, and share price. As two regions renowned for their leading tech and biotech companies, both San Diego and Tokyo have much to gain by elevating the conversation of gender diversity to the forefront. Senior leaders from both San Diego and Japan shared the progress made in gender equity and the opportunities and challenges that lay ahead.

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### Business Reception with Chairman of Sony & Chugai Pharmaceuticals

Hank Nordhoff, Chairman & CEO at Banyan Biomarkers, interviewed Sony Chairman and Chugai Pharmaceutical Chairman, Osamu Nagayama. The two discussed the future of robotics, AI, Sony, and more. Delegates also heard from Steve Knode, Deputy Senior Commercial Officer at the US Embassy Tokyo.

Sponsored by



# SAN DIEGO



## Highlights

# YOKOHAMA



### Shonan Innovation Park with Takeda Pharmaceuticals

Guided by Takeda, Shonan Health Innovation Park (iPARK) is the first open life sciences innovation ecosystem in Japan where innovators collaborate to discover impactful health solutions. This session gave delegates a better understanding of Takeda's scientific research and innovations, both in Japan and San Diego and included an in-depth panel who explored healthcare innovation trends in both regions.

Sponsored by



### Mitsubishi Electric Company Tour

As one of the oldest and largest conglomerates in Japan, Mitsubishi is a major player across multiple industries in Japan. One of the four main company groups, Mitsubishi Electric Company, has a sizeable presence in San Diego, close to its North American headquarters in Cypress, California. While in Japan, Mitsubishi Electric Company, Kamakura Works met with the San Diego delegation in hopes to capitalize on the opportunity to strengthen the ties between two industry hubs. The company also hosted a tour illustrating their technologies and innovations.

### Yokohama Sister City Dinner

This private, traditional Japanese dinner event with the City of Yokohama and key companies and partners from the region served as the culmination of the trade mission. Celebrating more than 60 years of its sister city relationship, the City of San Diego also presented a proclamation to the City of Yokohama.



# WTC SAN DIEGO STAKEHOLDERS

## WTC SAN DIEGO BOARD OF DIRECTORS

**Robert Gleason, Chair**

Immediate Past Board Chair  
San Diego County Regional Airport Authority

**Marshall Merrifield, Treasurer**

Immediate Past Board Chair  
Port of San Diego

**Erik Caldwell, Secretary**

Interim Deputy Chief Operating Officer, Smart and Sustainable Communities  
City of San Diego

### History

In 1994, the City of San Diego, Port of San Diego and San Diego County Regional Airport Authority came together in order to found WTC San Diego. The function of this new organization was to develop, maintain and strengthen trade and investment ties for the San Diego region.

Over the 22 year history of the organization, the founding partners' leadership supported WTC San Diego in its mission to successfully assist companies going global. In 2015, the Founding Partners re-launched WTC San Diego as an affiliate of San Diego Regional EDC. With and through the guidance and direction of the founding partners, WTC San Diego works to:

- (1) Build an export pipeline of companies
- (2) Attract and retain foreign investment in San Diego
- (3) Strengthen San Diego's global identity and position it as a destination for investment

### Founding Partners



# GLOBAL COMPETITIVENESS COUNCIL

The Global Competitiveness Council (GCC) is a group of senior business, academic, government and civic partners that oversee WTC San Diego's execution of the Go Global San Diego initiative advise on programming, generate public support, coordinate mechanisms for the broader initiative and issue periodic trade policy recommendations on behalf of the region. The GCC met quarterly in 2018.

## FOUNDING PARTNER APPOINTEES

Kimberly Becker, President & CEO  
San Diego County Regional Airport Authority

Randa Coniglio, President & CEO  
Port of San Diego

Erik Caldwell, Interim Deputy Chief Operating Officer, Smart and Sustainable Communities  
City of San Diego

Mark Cafferty, President & CEO  
San Diego Regional EDC

Nikia Clarke, Executive Director  
WTC San Diego

## COUNCIL MEMBERS

Mark Ballam, Managing Director  
San Diego State University (CIBER)

Ken Behan, Vice President Sales & Marketing  
SYSTRAN

Kim Benson, President  
Zenaida Global

Rupinder Bhathal, Head of Corporate Development  
Kyocera

Dave Buss, President  
Cubic Global Defense

Matt Cole, President  
Cubic Transportation Systems

Rick Cooper, CEO  
MANTA Instruments

Peter Cowhey, Dean of School of Global Policy & Strategy  
UC San Diego

Audie De Castro, Vice Chair  
Consular Corps of San Diego

Debbie Espe, Executive Director  
Retina World Congress

Mark Field, CTO and Vice President Software Services  
Thermo Fisher

Paul Flynn, VP of International, Market Development  
Dexcom

David Hester, President  
Kyocera Mexicana

Rick Howe, Senior Director, Corporate Communications  
BioMed Realty

Kristina Kim, Chief Counsel  
Samsung

Pablo Koziner, President  
Solar Turbines

Jennifer Landress, Senior Vice President, COO  
Biocom

Kathy Lynch, Senior Director, Global Government Affairs & Public Policy  
Illumina

James Mackay, President & CEO  
Aristea Therapeutics

Magda Marquet, Founder & Co-Chairman  
Alma Life Sciences

David Pasquini, Consul  
UK Government Office, San Diego

James Perkins, COO  
Procopio

Fabienne Perlov, President & CEO  
San Diego Diplomacy Council

Randy Pruitt, Director of Construction and Facilities  
Stone Brewing

Garry Ridge, CEO  
WD-40

Monique Rodriguez, Director, Government Affairs  
Qualcomm

Rene Sanchez, Global Logistics Senior Manager  
TaylorMade

Jason Strohm, WW VP, GM Dispensing and Preparation Technologies  
BD

Joel Sutherland, Acting Director, Supply Chain Management Institute  
University of San Diego

Kerri Verbeke Kapich, COO  
San Diego Tourism Authority

David Weitz, Head of Takeda California & Global Research Externalization  
Takeda Pharmaceuticals

Tim West, Executive Director & Region Manager, San Diego,  
JPMorgan Chase & Co.

Barbara Wight, CFO  
Taylor Guitars

Jim Zortman, Sector Vice President, Global Logistics and Support  
Northrop Grumman

*This report and programming are made possible by the leadership  
and collaboration of the WTC San Diego Founding Partners*



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**WORLD TRADE CENTER®**  
**SAN DIEGO**



## **WTC SAN DIEGO PRIORITIES 2019**

Attracting foreign investment and supporting exporting firms maximizes the region's competitive advantage and powers broad economic development priorities. With and through its founding partners, World Trade Center San Diego (WTC) cultivates a pipeline of export-ready firms, maximizes foreign direct investment (FDI) opportunities, and enhances San Diego's connectivity to the markets that matter most.

### **WORKSTREAMS**

**Export Pipeline:** Cultivating a pipeline of globally competitive local firms boosts exports, strengthens the industry clusters that draw foreign investment, and generates impacts throughout the regional innovation ecosystem. WTC provides export consulting to companies, supports the Port of San Diego's trade and maritime priorities, and executes the MetroConnect export program in partnership with the City of San Diego. To date, 45 companies have completed MetroConnect, leading to more than \$15m in new international sales and 160+ new jobs in the region.

**FDI Attraction and Retention:** Maximizing foreign investment opportunities requires building and institutionalizing linkages with strategic markets abroad, as well as better leveraging local companies, founding partners, and other regional assets. WTC hosts 40+ foreign delegations from strategic markets annually, manages an online FDI portal ([discoversdbiz.com](http://discoversdbiz.com)) and protocol network, and assists foreign companies with San Diego expansion and M&A aftercare.

**Global Connectivity:** Enhancing the San Diego region's reputation and visibility globally requires developing, maintaining, and strengthening bi-lateral relationships and partnerships with complementary markets around the world. WTC leads and partners on high impact trade missions to priority markets, supports San Diego County Regional Airport Authority on international route service development, and pursues thought leadership opportunities to position the San Diego region as a global innovation hub.



## 2019 WORK PLAN

### A.) Export Pipeline

#### 1. MetroConnect

- ❖ Provide direct support to 20 companies in current cohort leading to \$6m+ in new international sales
- ❖ Steward 45 alumni companies and provide appropriate engagement opportunities
- ❖ Finalize and fund sustainability plan for MetroConnect year five

#### 2. Trade Education & Outreach

- ❖ Expand vetted service provider directory for export, trade and market research support
- ❖ Deliver 3-5 targeted workshops/seminars on export and trade topics
- ❖ Execute export roundtables, and trade research product in partnership with Port of San Diego as specified in contract

### B.) FDI Attraction & Retention

#### 1. Protocol Network

- ❖ Partner with City of San Diego's International Affairs Board on delegation management and Global City partnerships
- ❖ Activate FDI Portal for two conferences in target industries
- ❖ Connect inbound delegations to founding partners where appropriate and beneficial

#### 2. Global company support

- ❖ Provide soft landing & expansion services to ten client companies
- ❖ Develop FDI case studies and testimonials as communication and reporting assets
- ❖ Track FDI dealflow in real time and provide foreign investment data and trends as required

### C.) Global Identity

#### 1. Trade Missions

- ❖ Lead one marquee regional trade mission to Germany, to be comprised of senior leadership from academia, the private sector, government, and founding partners
- ❖ Partner on 2-3 additional targeted trade delegations in priority markets and industries, and/or in support of founding partner priorities



- ❖ Participate in WTCA global gatherings where relevant and create engagement opportunities for founding partners with WTCA network

## **2. Route Service Development**

- ❖ Travel internationally as necessary in support of SDCRAA route service objectives
- ❖ Consolidate economic and market research packets to strengthen business case for new flights as needed
- ❖ Steward relationships with airlines and provide engagement opportunities with business community

## **3. Thought Leadership**

- ❖ Release research, recommendations, and positions on trade and investment trends and activity
- ❖ Produce monthly Global Brief newsletter and increase readership by 20 percent
- ❖ Publish relevant op-eds on importance of international engagement and provide public relations and media support to exporting and investing companies

## **D.) Administration of the License**

### **4. Governance**

- ❖ Convene quarterly meeting of the Global Competitiveness Council (GCC) to report on WTC activities and advise on WTC strategy
- ❖ Report on WTC work plan to WTC San Diego Board of Directors twice annually, or as directed by WTCSD Inc.

### **5. Founding Partner Staff Support**

- ❖ Execute regular schedule of meetings with founding partner staff leadership to set priorities, coordinate activities, and discuss GCC governance
- ❖ Respond to founding partner staff requests for research and other business management and professional services support specified in individual founding partner contracts as needed
- ❖ Feature City, Port, and Airport as "Founding Partners" of WTC San Diego in marketing materials and trade and investment-related events

### **6. Reporting**

- ❖ Prepare quarterly reports of WTC activities
- ❖ Submit monthly activity reports as specified in invoicing requirements for individual founding partner contracts
- ❖ Generate annual report of WTC activities, outcomes, and strategic vision in December of each year.



## CALENDAR OF EVENTS

### ❖ Q1 Events

- Oceanology International (Feb 25-27)
- BioEurope Spring in Vienna, Austria (March 25-27)

### ❖ Q2 Events

- WTCA General Assembly in Queretaro, Mexico (April 7)
- Trade Mission to Germany (June)

### ❖ Q3 Events

- SelectUSA in Washington, D.C. (June 10-12)
- United Nations General Assembly Business Roundtables (September 24-25) *tent.*
- San Diego Global Investment Forum (September) *tent.*

### ❖ Q4 Events

- WTC Annual Conference in New York, NY (October)
- MetroConnect Final Pitch Event (November)